



DIRECTOR

DEPARTMENT OF THE TREASURY
BUREAU OF ENGRAVING AND PRINTING
WASHINGTON, D.C. 20228

DEC 23 2010

MEMORANDUM FOR ALL ASSOCIATE DIRECTORS, OFFICE CHIEFS, MANAGERS
AND SUPERVISORS

FROM:

Larry R. Felix
Director

SUBJECT:

Alternative Dispute Resolution Policy
Mandatory Application by Managers for EEO Cases

The purpose of this memorandum is to establish and communicate the Bureau of Engraving and Printing's policy requiring the mandatory application, by all managers and supervisors of Alternative Dispute Resolution (ADR) principles, techniques, and resources in the timely resolution of workplace conflicts presented by employees or applicants who allege employment discrimination. The policy is voluntary for the aggrieved party, and the aggrieved party may terminate ADR at any time during the process.

I am convinced that through the application of ADR methods for managing conflicts and for resolving disputes, the Bureau will reduce the expense of litigation, minimize workplace disruptions, and eliminate any perceived vestiges of discrimination. Through ADR processes, needless litigation is avoided, timely, cost-effective outcomes are assured, and the opportunity for an honest dialogue between employees and managers is enhanced. Also, ADR is a flexible process that will accommodate atypical opportunities, not experienced by managers or by employees in the normal complaints process.

Your prudent application of ADR principles and procedures will advance your office's mission and will better support and reinforce the Department of the Treasury's efforts for workplace harmony, diversity, and zero tolerance for discrimination.

ADR is offered to each employee seeking resolution of issues giving rise to allegations of discrimination through the EEO Counseling/Complaints process. You should consider application of the full range of ADR techniques, which include mediation, facilitation, and other innovative ADR strategies. To ensure the integrity of your ADR proceedings and to enhance effectiveness, you should rely on neutral third parties, who offer honesty, credibility, integrity, knowledge of EEO/Civil Rights law, and who have no vested interest in the specific outcome of any conflict. All ADR services can be requested through the Office of Equal Opportunity and Diversity Management.

In accordance with the guidance pertained in the U.S. Equal Employment Opportunity Commission's Management Directive-110, Chapter 12, "Settlement Authority," the

requirements contemplated by this policy, are consistent with the mandatory use of ADR by managers throughout the full range of steps in the administrative, hearing, and/or litigation phases of the discrimination complaints process. Program efficacy and overall compliance with this policy will be evaluated by the Office of Equal Opportunity and Diversity Management and the results will be reported to me on a continuing basis.